

Office of Major Projects

Quarter 1
March 2008



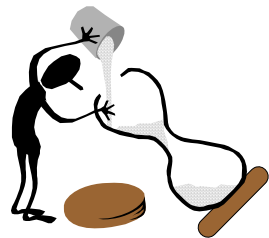
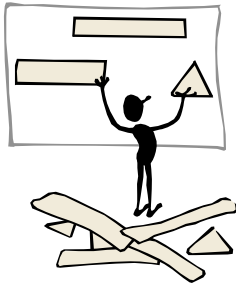
Vision: Provide consistent quality leadership in project management using industry best practices.
Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

The Time is “Ripe” for Improvement

Lynn Hersey-Miller, Chief Program Officer

Highlights

Time for Improvement
Project Management
eGovernment Program
Enterprise Architecture
Change Management
ERP Service Delivery
Application Delivery
Systems Engineering
Recognition
Projects



As we all know, Delaware is facing some difficult economic conditions. As expenses continue to rise and revenues decrease, the strain put on state organizations will be significant. If there is a blessing in disguise at all, it's that a period of “slowdown” can be used to look for areas of improvement within an organization.

There are currently three separate, although closely related, initiatives underway at DTI for the purpose of making our teams more efficient, effective and productive. These initiatives are 1) the Baldrige Express Survey, 2) the Business Process Management Program, and 3) the IT Governance Program.

The **Baldrige Express Survey** (more detail on Page 2 of this newsletter) is an online self-assessment survey taken by our employees for the purpose of generating a “baseline” assessment of several areas within DTI. It is not unusual for different levels within an organization to have different perspectives on how the organization is performing or structured for success. This baseline assessment should be able to provide some insight into areas that are in need of some improvement, better communication, etc. These areas will subsequently become a focus for the Business Process Management Program activities.

Fifty employees from all levels within DTI have been selected to complete the survey. More information will be forthcoming very shortly.

The **Business Process Management (BPM) Program** consists of a series of projects that will identify and facilitate the documentation of repeatable processes that cross multiple DTI teams. An example is the recent publication of the “How to Conduct a Meeting” process. This documented process not only offers templates for Agendas; but also, takes the user through a set of *consistent* steps that will ensure the meeting objective has been properly addressed and the Meeting Minutes have been published. The BPM Program will also receive some guidance through the IT Governance Program activities. For example, BPM team members will be asked to confirm the owners of identified processes that are in need of additional governance.

The **IT Governance Program** was kicked off earlier this month with a meeting of representatives from all DTI teams. This team will be looking only at internal governance areas within DTI. For example, IT governance will result in a description of the decision-making environment consisting of clearly defined roles and responsibilities involved from technology acquisition through deployment.

Mission Statement:

“In synergy with DTI’s mission, provide Diligent, Measurable and Practicable technology solutions for the State of Delaware. Under guidelines of the CIO, the Office of Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively with its citizens.”



Obviously, recommendations will be sent to senior management for approval. IT governance provides the necessary oversight that will create accountability and, through formal auditing processes, will promote the required behavior essential to providing exceptional business solutions.

The DTI Governance team attended a presentation by a Gartner Group analyst this month in order to gain a better understanding of what governance really means. Our team has already identified areas within DTI where more clearly defined roles and responsibilities are necessary in order to enhance the overall decision-making process. In other areas, processes have been documented but are not functioning well. While those areas may be causing some pain, the actual *execution* of the process is a management opportunity – not governance!

Through these three inter-related initiatives, we hope to replace false starts and staff confusion with optimal decision making that will maximize the value that IT can bring to the State. I encourage all of you to stay in touch with your governance team representative so that we can address all areas of interest.

Thank you.

Lynn

Governance Team Members:

- Bryant Baker – Project Management
- Cindy Bray – Organizational Change Management
- Justin Day – Data Center & Operations
- Bud DuPlessis – Systems Engineering, Mainframe
- Terri Littlefield – Customer Care Center
- Dave Martin – Systems Engineering, Client/Server
- Joan Russo – Security Office, Audit
- Jim Salb – Enterprise Architecture
- John Trabaudo – Applications Delivery
- Rick Truitt – Telecommunication
- Lisa Wragg – Security Office, DR/BC

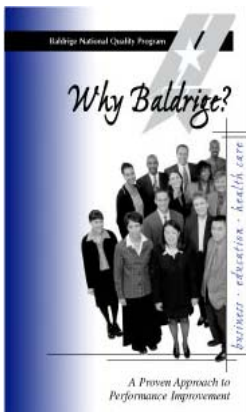


BALDRIGE EXPRESS

Established by the Malcolm Baldrige National Quality Improvement Act of 1987 – Public Law 100-107, the Malcolm Baldrige National Quality Award is given by the United States National Institute of Standards and Technology. This award is popular within Quality Assurance and Project Management circles.

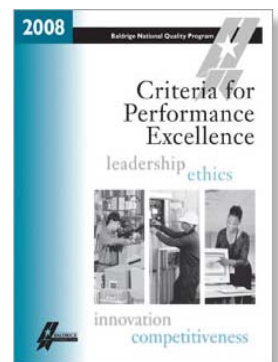
The original objects included:

1. Promote Quality Awareness
2. Recognize quality achievements of the U.S. companies
3. Publicize successful quality strategies.



An organization is measured across seven categories called the Baldrige Criteria.

1. Leadership
2. Strategic Planning
3. Customer & Market Focus
4. Measurement Analysis & Market Focus
5. Workforce Focus
6. Process Management
7. Results



The criteria are measured across several demographics such as position, location, teams, etc.

As part of the Governance and Process Management Programs, we are embarking on a Baldrige Express Survey. Approximately 25% of DTI employees will be asked to participate in this online, self-assessment survey.

Project Management

Submitted by PN Narayanan

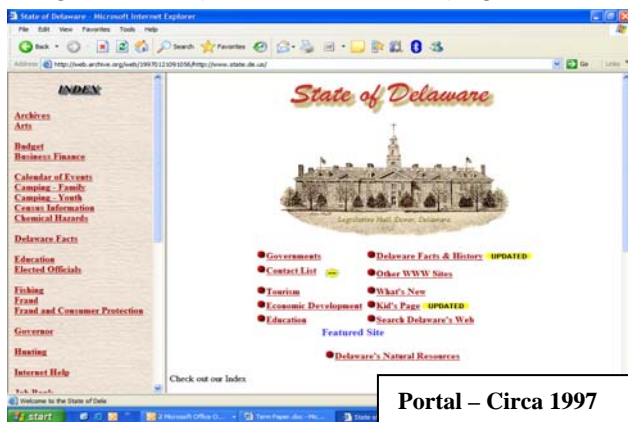
E-GOV PROGRAM

Recently, Governor Minner recognized DTI, the Government Information Center, and other state agencies for their contributions to the State's eGov program. Governor Minner presented a personalized Tribute for each agency along with the Delaware General Assembly's Senate Concurrent Resolution 31. Now it is appropriate to look back and highlight some salient points.

Our Portal History:



It all started at the dawn of the dot.com era in 1997 to consolidate the state websites into a single place for easy access. The IT department designed the Portal Web Page with internal resources and technology available at that time (during those days, Portal terminology was not in vogue). The design was simple with static web pages.



Portal – Circa 1997

In 2000, at the peak of the dot.com era, the State of Delaware realized the importance of the State Portal website and invested in developing a third party hosting portal. The servers were housed at the third party location and the content was sent on a weekly basis for publishing. The portal design was based on Intentions; i.e., the portal will serve certain categories based on the audience types such as Employee, Business, Citizens, etc.

There were constraints such as cost and the inability to update contents on a real-time basis. This affected the promptness of services to the consumer. The State of Delaware ranked low in national surveys. In 2003, DTI's Office of Major Projects took over managing the eGov Program.

At the strategic level, an eGov Program Team and Program Manager were assigned to the initiative. A Memorandum of Understanding was created with the Government Information Center (GIC) in order to form a partnership. The eGov strategy involved a four step process:

1. Migration
2. New Technology and Standards
3. Common User Interface
4. More Services

Result and Effectiveness:

In 2007, Delaware was ranked #1 in the Brown University study, rising from a 49th rating in 2000 (which was the first year of the Brown University study). A team of researchers, led by Darrel West, Director of Brown's Taubman Center for Public Policy, examined 1,487 public websites during June and July 2007. Websites were evaluated for the presence of various electronic features such as online publications, databases, audio and video clips, foreign language content and translation services, disability access, privacy policy, and readability level.

Delaware.gov, hosted in-house by the Department of Technology and Information, received an average of 277,739 unique monthly visitors in 2007. This represented a 51% increase from the previous year. Compared to the State's total citizenry of 854,977, this represents significant usage and shows State citizen acceptance and value provided to visitors of this #1 website.



Award Winning Portal – 2007

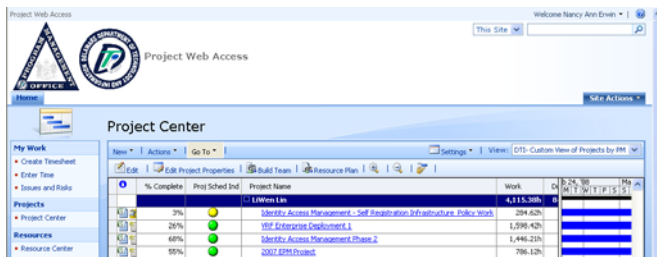


eGovernment Program

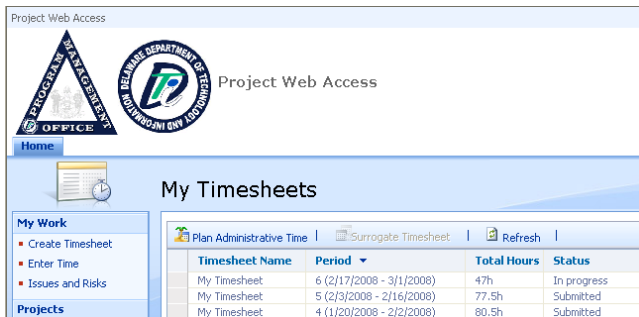
Submitted by LiWen Lin

ENTERPRISE PROJECT MANAGEMENT (EPM)

EPM is in Production!



EPM has completed two full pay periods in production. The project managers had a large task of uploading their project schedules and assigning the resources appropriately. They completed this wonderfully. The team members have been awesome in using and entering time into two time entry systems to facilitate the transition to EPM.



We are all working to fully understand and use the application to its fullest, but the first two pay periods have been fruitful. There is already a great deal of data that is easily accessible and viewable by all team members.

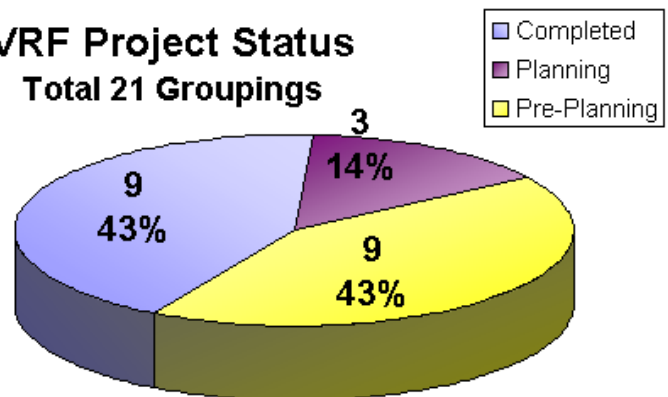
Department-wide implementation of EPM has not been easy for the team. Change is not easy and we all accept it differently. As this system becomes integral in everyone's daily work life, the Organizational Change Management team has used several means of communication to prepare and maintain the continuity of managing the change for all team members.

VIRTUAL ROUTING AND FORWARDING (VRF)

The team has successfully migrated nine agencies into their own VRFs. There are three pending and nine working on their packets, with an estimated time of full completion by the end of July 2008! All the agencies that have migrated have commented on how easy it was and how responsive the project team has been in addressing their needs after the migration. It seems the anxiety is greater than the migration reality. However, the agencies have been extremely cooperative and that has made the transitions very smooth.

VRF Project Status

Total 21 Groupings



IDENTITY ACCESS MANAGEMENT (IAM)

IAM is working well! The implementation of Pilot Project # 1 for Phase #2 of this enterprise initiative is the International Fuel Tax Administration (IFTA) eFiling for the Department of Transportation and it is underway. This application authenticates users of the IFTA eFiling application from all over the United States. The application will have over 700 users.

Pilot Project #2 is in the testing phase with the customer (Office of Pensions). Pensioners around the world will be using single sign-on to initially view their paychecks through the ePay component of PeopleSoft. After the successful rollout, they will be able to view their benefits and perform their Open Enrollment Benefits as well (similar to PHRST).



Enterprise Architecture Program

Submitted by Tony Collins



Visit the
[DEAL website](#).

DELAWARE ENTERPRISE ARCHITECTURE LIFECYCLE (DEAL)

We often hear the questions, "How is DEAL organized?" and "What services does the DEAL team offer?" Well, the DEAL team organizes its efforts into five different areas, and depending on the area, we execute processes, sponsor teams, partner with other organizations and collaborate with business and technology professionals.

How are we structured?

Governance:

- Architecture Review Board (ARB)

The ARB is a team of experienced IT professionals from the Department of Technology and Information (DTI) and the Information Resource Management (IRM) Council. The ARB is responsible for evaluating the technological merits of business cases, and during the execution of a project, the ARB reviews the system design twice. The ARB is chaired by Jim Salb; thus, he is the main point of contact for all ARB related questions.



- Technology and Architecture Standards Committee (TASC)

This committee, staffed by DTI, is responsible for executing a process that develops and maintains enterprise standards and policies. When an enterprise standard is being drafted, a workgroup of IT professionals from across the State is formed in order to provide the expertise and technical content in the enterprise standard. The TASC is chaired by Tony Collins.

Portfolios:

- Partner in the Program Management Office (PMO)

DEAL and the PMO have a natural partnership which has created numerous opportunities for working together on various initiatives. The PMO's portfolio perspective of projects and DEAL's portfolio perspective of the enterprise fit together well. Additionally, the organizational change management perspective of the PMO



compliments and enhances DEAL's processes and activities that require change in the enterprise.

Collaboration:

- Integration Team

DEAL sponsors this team of IT professionals from across the State. The integration team, which has been meeting for over 18 months, brings a lot of experience to the discussions around the current/future states of integration in industry and in Delaware. They have published two roadmaps for integration. The chair of this team is Jitendra Rawal.

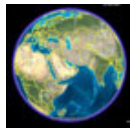


- VoIP Team

DEAL sponsors this team of IT professionals from across the State and even though they have only been meeting for a couple of months, they are excited about the current and future state of VoIP. Paul Kanich is the chair of this team and we encourage you to reach out to him and his team to learn more about this exciting area.

- GIS Team

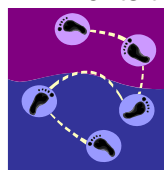
DEAL is working with Kim Cloud from DTI to sponsor another team of IT professionals from across the State who are focused on the area of GIS (location based information). The State has been working in this area for many years, and recently, it has received additional focus and energy in the State and industry. For instance, the State recently acquired an enterprise license from ESRI (GIS vendor) and is working on an overall GIS architecture.



Agility:

- Roadmaps

The DEAL team has been developing documents that describe the steps that the State is taking in a certain direction. These documents (or roadmaps, as we refer to them) are becoming a key way to analyze and communicate the logical



(Continued on Page 9)



Organizational Change Management (OCM)

Submitted by Cindy Bray

TAILORING THE OCM EFFORT

One Size Fits All:



Anyone who knows me knows my least favorite label is “one size fits all”. The same is true for projects. The PMO teams (Project Management (PM) and OCM) are well aware that one size does NOT fit all – especially for projects!

That is why the teams have developed processes to tailor their efforts. The purpose of “Project Tailoring” is to identify project Deliverables that are required or recommended (optional). The timing for each Deliverable will be explained as well as the relationship that one document may have with another. The Project Management Team tailors their efforts based upon the concept of Level 1, 2, or 3 projects. They have a set of methodology to follow and it looks something like this:

	Level 1	Level 2	Level 3
Type – New		✓	✓
Type – Reengineering	✓	✓	
Duration - ≥ 6 mos		✓	✓
Duration - < 6 mos	✓	✓	
Agencies ≥ 2		✓	✓
Agencies < 2	✓	✓	
Constraints = 1	✓		
Constraints = 2		✓	
Constraints = 3			✓

Additionally, the Organizational Change Management (OCM) Team also tailors our effort to fit the size and needs of a project.

Components of a Change Management Plan:

Organizational Change Management focuses on the end-users of any given system or project. Our concern is for how their day-to-day activities will change. We are responsible for looking at how project end-users are affected and subsequently preparing them for these changes so their comfort level and productivity are not significantly affected.

To accomplish this, OCM considers a number of factors:

- Sponsorship
- Communication
- Readiness
- Training
- Coaching
- Resistance Management
- Size of the change
- Rough Order of Magnitude estimate

Assessing the Change Effort:

To tailor the change effort, it is first necessary to assess it. We have a tool that considers change characteristics and organizational attributes. It asks questions like:

- Is there a perceived need for change in the end-user community?
- Is there a shared vision and direction in the organization?
- What is the leadership style and power distribution (centralized or decentralized)?
- How many organizations are working on or affected by the project?
- How many end-users are affected?
- Are all groups experiencing the change in the same way?
- How much technology/process/role change is expected?
- Did the Business Case indicate the need for training?

The tool uses a 1-5 scale for each question. Based upon the response, there are directives regarding the inclusion or exclusion of the various components of the change management plan.

ORGANIZATIONAL TRAITS				
The Change Management Team has worked with this organization in the past and they are familiar with our CM methodology				
Yes there are past successes	Yes CM there is no history at all with this organization	No	No, and they do not see a need to follow a CM methodology	
1	2	3	4	5
		Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive Change Management Plan	Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive Change Management Plan	Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive Change Management Plan

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(OCM – Continued from Page 6)

The Tailoring Spreadsheet:

Armed with the information provided on the assessment tool, the Organizational Change Management Lead is now prepared to tailor the effort. The tailoring spreadsheet is where the Organizational Change Management Lead inputs the responses from the assessment tool.

[illegible]

Based upon the responses in the assessment tool, the OCM Lead highlights the appropriate column; with/without Readiness, with/without Coaching, Sponsor Roadmap needed, etc. The rows represent all the OCM tools available for us in a full blown change management initiative. The checkmarks indicate if the tool is to be used. Once the OCM Lead has highlighted the appropriate columns, they can then delete unnecessary items as indicated by the spreadsheet.

OCM and the EPM initiative:

As you are aware, the Enterprise Project Management (EPM) project was successfully implemented in January. The OCM team took the assessment into account when developing the tailoring process. Once the OCM Lead has identified the tools that will be used in any project, he/she reviews the schedule and inputs information into the spreadsheet that will then be used by the project managers when creating project schedules.

Effort is how long it will take an OCM resource to complete a task. For example, it might take 2 hours to draft a Fact Sheet (or newsletter article).

Duration is how long it will take to find those 2 hours in our schedules to accomplish the task. An example of this could be having an item reviewed by a sponsor, knowing it will take them about 30 minutes to read it, but 3 days to find those 30 minutes in their busy schedule!

The end result of the tailoring process is the OCM Lead handing off the tailoring spreadsheet to the project manager. This spreadsheet will show all the necessary OCM tasks that will help

the project manager successfully implement their project, and the **effort** and **duration** estimates to fold into their project schedule.

Tailoring is an essential process from an OCM perspective. We do not want to prepare an organization for a hurricane when we know it's only going to be a gentle spring shower. OCM activities can take a significant amount of time and effort on the part of the OCM Lead, the PM and the affected end-users. It is important to recognize the valuable time of all parties and plan accordingly. The goal of the tailoring process is to create an effort that is "baby bear" (not too hot, not too cold) for each project.



New staff joins the CPO Teams in the 1st Quarter 2008.

Application Delivery:

- *DMV Team*
Larry Dela Cruz
Theresa Abad
- *Executive Branch Team*
Chris Ramos
Jeff Lawrence



Humair and Gohar Qureshi

are the proud parents of

Rania

Born on March 18th





Enterprise Resource Planning (ERP) Service Delivery

Submitted by ERP Team

SIGNIFICANT MILESTONES:

The ERP Service Delivery Team, working closely with many other DTI teams, reached several milestones for PHRST, First State Financials (FSF), and Delaware Transit Corporation (DTC) production.

- Upgraded ERP 8.9 environments to PeopleSoft Tools version 8.49.
- Testing and conversion for Financial Business Process testing.
- Technical efforts underway for the Financial Interfaces, Reports, Modifications, Commitment Account, Account Code Conversion, and Integration.

Several DTI Teams continue to make significant contributions to these efforts and many others. They continually assist in creating, improving, and maintaining the ERP environment. DC&O always provides excellent support and monitoring of the PHRST Batch Schedule. The Change Control Team helps the ERP Team stay abreast of changes that may affect the PHRST application.



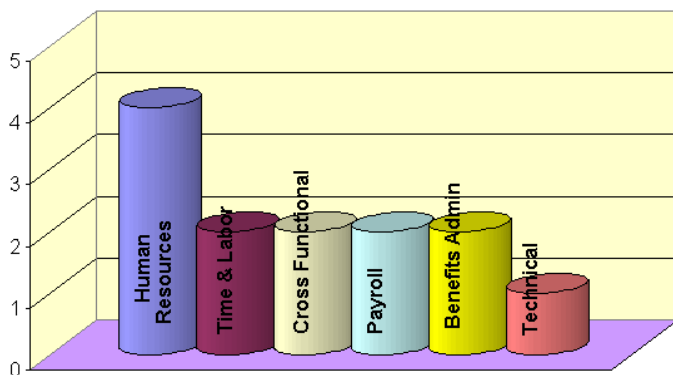
PHRST PRODUCTION HIGHLIGHTS:

Production Support:



In addition to completing the many tasks that occurred during the last quarter, the ERP Service Delivery Team continues to work on Customer Service Requests (CSRs) for production, including applying PeopleSoft tax updates and bundles/fixes.

1st Quarter Closed CSRs



Next Quarter:

The ERP Team will be applying additional tax updates and performing support for fiscal year-end processing.

ERP PROJECT HIGHLIGHTS:

Quality Center: A number of project team members have participated in Quality Center training. The Financial Team is using the Quality Center for their Business Process Testing. Scripts and defects are being recorded.

PHRST Upgrade: The first "Test Move to Production" functional testing has completed. The Functional Team has completed five pay cycles of testing with very few reported problems. In addition to supporting the Upgrade, the ERP Team is supporting the removal of customizations to return the delivered Oracle application to vanilla. Work is underway to implement more delivered functionality, such as multiple components of pay, and adjusting to new structures in 8.9 such as the New Person Model. These efforts require configuration and conversion support. The PHRST to Financials integration requires large PHRST conversion efforts which are underway. The next critical "target date" is the integration of the Chart of Accounts between ERP Finance and PHRST, Commitment Accounting, and Time and Labor retrofit.



FSF and PHRST Integration Highlights: The Integration Team is busy configuring services as requested by the PHRST and FSF areas. Many messages were transmitted successfully between the two in the sandbox. Workforce and Personal data messages were transmitted successfully from the PHRST system test database to the FSF system test database.

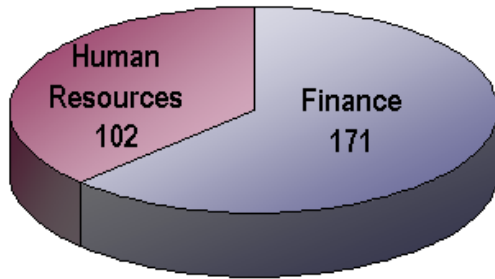
- Conversion/interfaces: Data Conversion and verification for Business Process testing were successfully completed. Interfaces, reports, and modification designs and development are well underway.
- The IV bolt-on customization is 75% complete.

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*(ERP Service Delivery - Continued from Page 8)*

- The Design and Development effort is underway to implement the Commitment Accounting module within PHRST. This module will enable the State to remove accounting modifications and use the PeopleSoft delivered functionality.

ERP Project CSRs - 1st Quarter 2008

**QUALITY ASSURANCE (QA):**

- The QA Team completed quality assurance on several CSRs, assuring the design met the functional requirements and DTI ERP standards.

Standard Operating Practices Committee (SOPC):

Security Policy, Document Standards, QA Development Procedure, Tech Design Approval Procedure, additional templates, and an automated workflow to submit and track standard operating practices through SharePoint are all under development.

We appreciate the ongoing teamwork!



Many team members have taken or are scheduled to take Oracle/PeopleSoft technical training; such as SQR, Tools, Portal and Integration Tools, and technology.

(DEAL – Continued from Page 5)

order of steps (research, purchases, projects,...) that we should be taking in order to reach our destination.

- Emerging Technology Center of Excellence (ETCoE):

This is a process that is designed to be lightweight, flexible, and open. It is used to explore emerging technology that could prove beneficial to the State's business processes.

Strategic Planning:

- Strategic Plans:



The DEAL team supports and encourages the development of strategic plans within the State. The team worked with IT professionals across the State to draft the initial version of the Statewide IT strategic plan.

- Business Architecture:

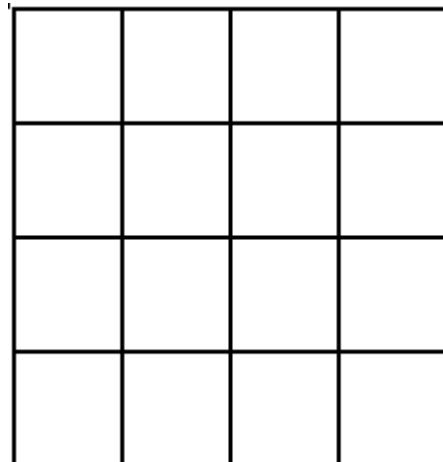
The DEAL team is developing different ways to view and analyze the State, including business models, in order to understand how technology can serve the business of the State more effectively.

What services do we provide?

- Guidance for architectural decisions before a project or business case starts.
- Consultation on projects.
- Analysis of the enterprise and industry.

HIDDEN SQUARES

How many squares?
There are 30! Can you find all of them?



Application Delivery

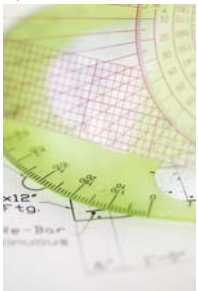
Submitted by Kathy Dahl

PLANNING TO MEASURE ~ OR MEASURING TO PLAN?

The Application Delivery Team's management has recently participated in a strategic planning initiative with the other CPO teams to ensure that we are all working toward the same goals, contributing from our various strengths to the goals of our CPO. This was a very interesting and productive effort, requiring participation and cooperation among 13 of us. This initiative will ultimately result in the CPO Strategic Plan, each team's strategic plan, and each team's tactical plan – all of which will be critical elements of our employee performance plans.



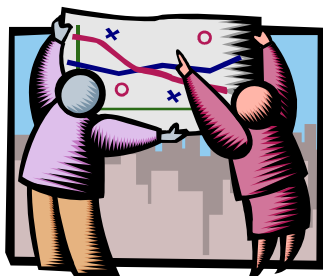
Another interesting piece of this process was defining the metrics we will use for the next several years to measure our success and our progress –



remember, that it's virtually impossible to show improvement in what you don't measure. For Application Delivery, one may think that there's not much meaningful that we can count, other than lines of code, defects on delivery, or maybe the number of incidents we resolve.

Well, while it is certainly true that we can and do measure some of those categories, we believe that there are other measures of our "value add" that are significant and that contribute overall to DTI's success. This quarter, I would like to give an example of some of the metrics we're introducing with this plan, and also to illustrate how the plan comes together and yields metrics.

The example I've chosen is the assessment that was done, in conjunction with Telecom, by IntelGuardians last year. The study revealed a list of our application vulnerabilities, the elimination of which has become part of our new strategic and tactical plan. First, here is how the goals, objectives, and strategies get together to make a sensible plan.



Our strategy for dealing with this particular topic is to "prioritize and manage modifications to existing applications in support of learned security principles and reducing application vulnerabilities". This strategy addresses the objective "incorporate best practices in Application Security features and functionality". That stated objective helps to address the goal "provide statewide leadership in application technologies and security practices". As you can see, the **goal flows to the objective, which flows to the strategies to which the metrics are attached.**

So, how does the execution cycle work, and how does it stay on track...the metrics. They are simple, but can be powerful in terms of driving the right work to be done at the right time. We can accomplish the tasks at hand.

Baseline:

1. Count applications we will assess.
NOTE: Also includes program counts by application.
2. Applications to be modified.
NOTE: Includes programs within each application and overall, as well as the percentage of the total represented by each application.

Progress:

1. Percent complete relative to both an individual application and overall.
2. Vulnerabilities eliminated and counts of same by program, by application, and overall.

Ideally, after some period of time, maybe 18-24 months of working toward the elimination of vulnerabilities, we would invite IntelGuardians back to reassess and validate our progress; and perhaps identify new opportunities for securing our applications going forward.

So, are metrics reports particularly exciting to read? No, not at all; but they are a valuable management and communication tool and an important part of both the strategic and tactical planning process.

We plan to measure ~ so that what we measure ~ can tell us what to plan next.

Systems Engineering

Submitted by Mike Malik

VIRTUALIZATION

One definition of Virtualization from Wikipedia is *"a technique for hiding the physical characteristics of computing resources from the way in which other systems, applications, or end users interact with these resources. This includes making a single physical resource (such as a server, an operating system, an application, or storage device) appear to function as multiple logical resources; or it can include making multiple physical resources (such as storage devices or server) appear as a single logical resource."* (The entire Wiki article can be found at <http://en.wikipedia.org/wiki/Virtualization>).



Virtualization is one of the latest buzz words in today's computing industry because everyone is attempting to derive the most value possible from investments in computing resources, not to mention the desire to be as **"Green"** as possible in the process. Virtualization is actually not a new concept and, as many of you may be aware, has been around as long as the mainframe.



What may be new to some of you, our newest Dover mainframe (which is due to be in operation in early April) has the capability to run virtual Linux servers. Mainframes have a long history of being able to virtualize mainframe-based applications, but what is new is the ability to host Linux-based Client/Server application on mainframe-based Virtual hardware.

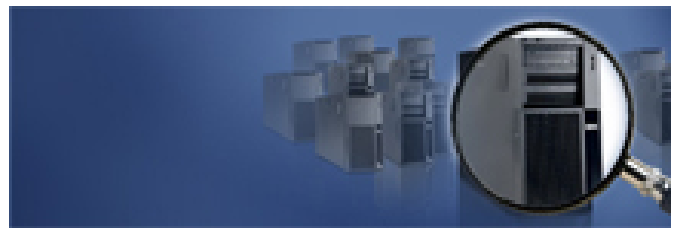
So you will hear more about this exciting new capability in the coming months as our organization learns and develops competencies in building, deploying, and maintaining Client/Server Linux-based policies, procedures, and standards – so that



this platform and its applications fit into the portfolio of DTI-managed systems as well.

That, of course, is not the only advantage to the new Dover mainframe. One of the other important advantages is that it has the capability to run other specialty engines that can offload work and costs from the main processors. These specialty engines have wonderful techie

names like System z Integrated Information Processor and System z Application Assist Processor; zIIP and zAAP for short. The zIIP can be used to enhance certain applications, like the z/OS Communications Server to allow IPsec processing to take advantage of zIIP; in effect, allowing the zIIP to be a high-speed encryption engine. The zAAP specialized processing unit provides the ability to



offload the Java™ execution environment from the main systems processors. What the zIIP and zAAP really do for us, besides giving us the ability to offload work and keeping our mainframe software costs under control, is to position the mainframe for a bright future in the portfolio of DTI managed systems.



Newsletter Contributors:

Cindy Bray
 Tony Collins
 Kathy Dahl
 Nancy Erwin
 Lynn Hersey-Miller
 LiWen Lin
 Mike Malik
 Pn Narayanan
 Kamlesh Sheth

Our Team: Recognition



CPO Division Employee of the 4th Quarter
(October – December 2007)

- **Julie Moran**
Application Delivery

CPO Division Team of the 4th Quarter
(October – December 2007)

- **Quality Assurance Team**
Kathy Donovan
Karen Esposito
Steve Bailey
Rao Isukapalli
- Joe Shockley
Richelle Edwards
Nancy Erwin
Lillian Schaub

Team Leader Employee of the Month

December 2007

- **Tricia Saunders**
Application Delivery Team
- **Suzanne Dukes**
Organizational Change Management Team
- **Paul Knight**
Systems Engineering Team



January 2008

- **Terry Ann Wright**
Application Delivery Team
- **Cindy Bray**
Organizational Change Management Team
- **Jitendra Rawal**
Project Management Team
- **Dave Martin**
Systems Engineering Team

February 2008

- **Terry Lust**
Application Delivery Team
- **Heidi Dukes**
Project Management Team
- **Bob Day**
Systems Engineering Team

KUDOS

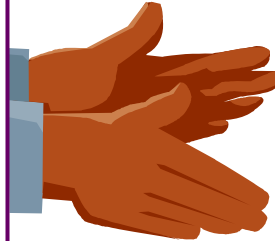
December 2007:

Paulette Bowe, Crystal Norman,
Reagan Paquette, Pam Waters,
Cindy Bray, Nancy Erwin, Akila
Venkat, Trisha Saunders



January 2008:

Pari Viswanath, Kiran Kokonda, Julie
Moran, LiWen Lin, Madhu Karanam,
Reagan Paquette, Cindy Bray, Nancy
Erwin, George Washington, Jane Nickle,
Ken Mitchell



February 2008:

Ernie Chizmar, Terry Lust
Ernie Chizmar, Stacey
Sowers, Tricia Saunders,
Rajni Varkol



December 2007

Jane Nickle, Cindy Bray, Nancy Erwin,
Cathy Williams, Ken Droddy, Pat Turner,
Chocks Subramanian, Humair Qureshi,
Phil Mast, Brad Dukes, Madhu Karanam,
Tony Marge



January 2008

Charles Campbell-King, Jitendra
Rawal, Richard Culp, Alison Walls,

February 2008

James Roe, Cindy Bray, Kathy Stroh,
Mary Wagner





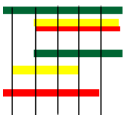
The Office of Major Projects is involved in a wide range of initiatives:



Delaware ERP Project: The statewide ERP project will not only upgrade the Human Capital Management modules (Human Resources, Benefits Administration, Payroll, Time and Labor), but will also allow for a statewide implementation to replace and consolidate the current mainframe accounting systems. The Business Process Testing is in progress. The next all-team meeting is scheduled for April 2008.



Integrated Corporate Information System (ICIS): DTI is currently participating on the ICIS RFP Response Review team, along with Division of Corporations staff members. The goal is to have completed the reviews of all responses by the ICIS Executive Steering Committee Meeting in March.



eGovernment: The eGovernment Core Group is currently working on an eGov Strategic Plan that will incorporate eGov initiatives from the core agencies on the team. The collaborative effort will be spearheaded by the Government Information Center and DTI to ensure the State of Delaware stays in the forefront with eGovernment.

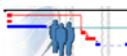


Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. After the successful completion of the first two phases, Phase III implementation is scheduled to "go live" in June 2008.



Server Infrastructure Cleanup Program:

The legacy development and Intranet sites have been successfully migrated. Legacy infrastructure has been sunsetted and the new environment has been running successfully.



Enterprise Project Management (EPM): EPM is alive and kicking! Two full pay periods have been closed in production and the dual time entry is completed! With the rollout and implementation, EPM is able to satisfy the needs that currently two applications performed, resulting in the decommissioning of the Project Priority Process and the Contractor's Time and Labor applications.



800MHz Next Generation: For all the buildings in Kent County that the system provides coverage, only one facility has been identified by the Steering Committee as needing treatment; therefore, this has become a new project within the Program. Both New Castle County and Sussex County sites are now operational in "test mode" and in-street coverage testing is scheduled to commence in both counties in May. The Rebanding planning phase is rapidly approaching closure with the imminent Motorola execution phase proposal delivery to the State Team.



Program Management Office (PMO) Process Revision and Training:

The second Basic Training Course was delivered with high praise from participants. The Intermediate Training Course is under development for late spring/early summer delivery, followed by the Advanced Course which is also under development. The documented processes are being revised to include the EPM tool and we intend to include EPM as it applies to the processes upon which training will be provided.



Motor Carrier Safety Improvement Act (MCSIA):

Phase 2 of the MCSIA project successfully implemented several key components this past quarter:

- Upgraded Help Desk System to display and allow correction of inbound errors from other jurisdictions.
- Implemented new MCSIA edits per FMCSA to further evaluate jurisdiction data per the new data requirements. Additional edits were added in February.
- Upgraded the Driver Improvement History Tracking System to include "Disqualifications" and additional requirements requested by the CDL group.
- Implemented MCSIA data clean-up changes for Uninsured Motorist, Audit, and Title Sections. These changes provided correct data choices and edits in order to support the MCSIA requirements for withdrawal data.

Progress has been slow over this past quarter due to production issues that have taken time away from the project team.





The Office of Major Projects is involved in a wide range of initiatives:



Mainframe Modernization: DTI participated in a day-and-half long workshop with IBM where more was learned about their z-Series offerings and how IBM could contribute to the short- and long-term modernization goals for the Enterprise Server (formerly known as Mainframe). Some of the findings from this workshop will result in Proof Of Concept activities and potentially (funding permitting), a production implementation with a pilot application. These activities will highlight both the Service Oriented Architecture potential and DTI's ability to provide a graphical user interface to Enterprise Server applications. DTI plans to partner with several different agencies in order to prove and pilot these technology opportunities, showing potential cost avoidance, as well as a modernized user experience with the Enterprise Server.



Enterprise GIS: Work on the Data Dissemination Portal is temporarily on hold; however, work continues on other aspects of this project. DTI recently received approval from the new DGDC Executive Council to create a GIS Technical Infrastructure sub-committee and the proposed members of the committee will hold their first meeting within the next several weeks. The team continues to reach out to agencies about the Enterprise License Agreement and will get more in-depth with questions about requirements for the long-term solution. The team is also having discussions with GIS technology providers to discuss options that will work within the eGIS infrastructure, such as Google and Virtual Earth.



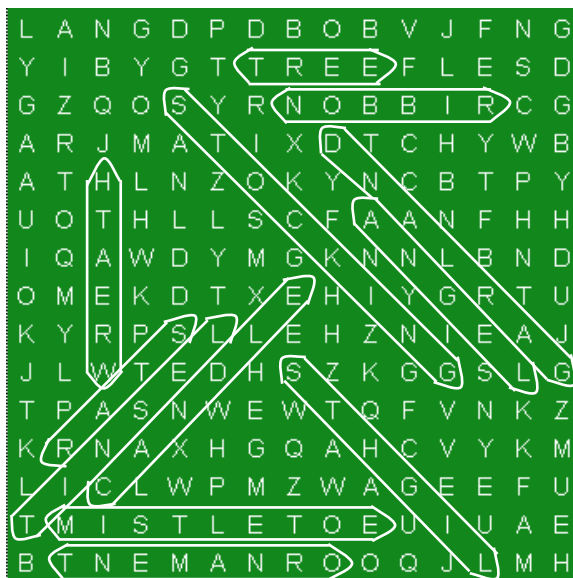
Continuity Of Operations Planning (COOP):

COOP is a state-wide, multi-year, multi-phase program, both federally and state mandated. The COOP Team will be educating, training, and facilitating aid to organizations to develop COOP plans (also known as business continuity plans). These plans will assist leadership in making recovery decisions should a disaster occur within their organization or within the State. By developing COOP Plans, a standardized structure will be in place to recover State of Delaware government services in a prioritized, systematic order in case of disaster. Participation in the COOP Program ensures that each organization's plan is communicated, documented, and available to State Leadership when it is most needed.



VoiceXML Transition: The availability of the School Closing VXML function was unveiled at Caesar Rodney High School during the last week of January. The event was attended by several members of the press; as well as Secretary Jarrett, Michele Ackles and representation from the Department of Education. The application enjoyed heavy usage by parents during a statewide snow event in February, and it performed very well. The Department of Agriculture Emergency Notification Application is being tested in preparation for a late Q1 or early Q2 release.

Answers to the December issue's "Holiday Word Find" and "Word Scramble":



NTORAMNE	ORNAMENT
AHWETR	WREATH
ENERIDRE	REINDEER
LITNSE	TINSEL
NOSKICTG	STOCKING
NECYMIN	CHIMNEY
WNAMSON	SNOWMAN
RACSLO	CAROLS
TEPESRN	PRESENT